

# THE IMPACT OF WORK LIFE BALANCE AND JOB SATISFACTION ON EMPLOYEE ENGAGEMENT OF DPRD MINAHASA TENGGARA OFFICE

## PENGARUH WORK LIFE BALANCE DAN KEPUASAN KERJA TERHADAP KETERIKATAN PEGAWAI DPRD MINAHASA TENGGARA

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**Abstract.** The impact of work life balance and job satisfaction on employee engagement of DPRD minahasa tenggara office. 56 samples were collected with questionnaire distributed to the respondent who work as employee so the author can analyz the work lofe balance and job satscfaction on employee engagement on their work place . this research used quantitative method Data analysis used Multiple Linear Regression analysis method conducted by using SPSS 25 version software. The results show that Work Life Balance and Job Satisfaction have a negative and insignificant impact on Employee Engagement at the DPRD Minahasa Tenggara Office. This suggests that, contrary to expectations, neither a fulfilling work environment nor positive job-related factors significantly drive employee engagement in this setting. Instead, leadership and the reputation of the office's directors appear to play a more critical role in influencing employee engagement.

**Keywords:** Work Life Balance, Job Satisfaction, Employee Engagement

**Abstrak:** Pengaruh work life balance dan kepuasan kerja terhadap keterikatan pegawai kantor DPRD minahasa tenggara. Sampel dikumpulkan sebanyak 56 orang dengan menyebarkan kuisioner kepada responden yang berprofesi sebagai karyawan sehingga penulis dapat menganalisis keseimbangan lofe kerja dan kepuasan kerja terhadap keterikatan karyawan di tempat kerjanya. penelitian ini menggunakan metode kuantitatif Analisis data menggunakan metode analisis Regresi Linier Berganda yang dilakukan dengan menggunakan software SPSS versi 25. Hasil penelitian menunjukkan bahwa Work Life Balance dan Kepuasan Kerja berpengaruh negatif dan tidak signifikan terhadap Employee Engagement pada Kantor DPRD Minahasa Tenggara. Hal ini menunjukkan bahwa, bertentangan dengan ekspektasi, baik lingkungan kerja yang memuaskan maupun faktor positif terkait pekerjaan tidak secara signifikan mendorong keterlibatan karyawan dalam situasi ini. Sebaliknya, kepemimpinan dan reputasi direktur kantor tampaknya memainkan peran yang lebih penting dalam mempengaruhi keterlibatan karyawan.

**Kata Kunci:** Keseimbangan Kehidupan Kerja, Kepuasan Kerja, Keterlibatan Karyawan

## INTRODUCTION

### Research Background

Employee engagement is critical to the company's long-term growth and increasing profitability in an increasingly competitive industry. In recent years, the increasingly fierce industry competition has resulted in many companies needing to restructure their strategies to increase their existence. Employees in a company are not only a part of carrying out company functions, but also become valuable assets in the company's success. In order to realize the success of the company, the company's valuable assets, namely employees, need to have full involvement in the company. Companies must also encourage the creation of employee involvement in their work so as to improve company performance.

Company failure can be seen from the decrease in employee involvement which can be seen from the low behavior of employees in a company such as being lazy at work, often being late at work, not obeying company rules and lack of concern for work and colleagues. This is in accordance with Marciano's research (2010) which suggests that employees who are not involved in their work will lead to a lack of caring attitude towards work, namely only carrying out work according to orders, not focusing on work, relaxing at work, not taking advantage of work time to maximize work so that it leads to on a decrease in employee productivity and a decrease in company revenue. This of course also applies to the DPRD Minahasa Tenggara Office.

Work-life balance is an important factor for each employee, so that employees have a balanced quality of life in dealing with their families and at work. work-life balance is a state of balance in two demands where the work and life of an individual is the same. Where the work life balance in the view of employees is the choice of managing work and personal obligations or family responsibilities. Whereas in the company's view, work-life balance is a challenge to create a supportive culture in the company where employees can focus on their work while at work.

Job satisfaction is an affective or emotional response to various aspects or aspects of a person's job so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of a job and dissatisfied with one or more other aspects. Job Satisfaction is a worker's (positive) attitude towards his job, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the job. Satisfied employees prefer their work situation rather than dislike them. According to Handoko (2000), job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Work goals focus on one's feelings towards work which can be reflected in feelings of pleasure or displeasure with work. Employees who are satisfied with their work if they feel happy with their work, on the contrary, employees who are not satisfied with their work tend to feel dissatisfied with their work.

The Regional House of Representatives for Southeast Minahasa Regency (abbreviated as DPRD Southeast Minahasa Regency) is a unicameral legislative body domiciled in Southeast Minahasa Regency, North Sulawesi, Indonesia. In the 2014 election, the Southeast Minahasa Regency DPRD placed 25 people's representatives who were divided into 7 political parties, with the Indonesian Democratic Party of Struggle won the majority of the votes. In carrying out activities in the office, of course, it requires good involvement from every employee, so there needs to be good encouragement so that employees can be involved in every work or activity held by the office. Employee engagement is a form of positive thinking, namely thoughts that arise related to the completion of the workload they have, and can characterized by vigor (spirit, energy at work), dedication (play an active role in advancing the organization or company), absorption (the preoccupation and enjoyment possessed in do the job). The factors used in this study in measuring employee engagement, these factors are work life balance and job satisfaction.

### **Research Objective**

Based on the main problems that have been stated previously, the objectives of this study are as follows:

1. To determine the effect of Work Life Balance and Job Satisfaction simultaneously have a significant effect on Employee Engagement
2. To determine the effect of Work Life Balance have a significant effect on Employee Engagement
3. To determine the effect of Job Satisfaction have a significant effect on Employee Engagement

## **LITERATURE REVIEW**

### **Human Resource Management**

Human resource management is the process of obtaining, training, assessing and compensating employees, paying attention to their work relationships, health, security and justice issues (Dessler, 2015). Human resource management is a process of utilizing human resources effectively and efficiently through planning, mobilizing and controlling a value that becomes human strength to achieve goals (Ardana et al., 2015). Human resource management broadly includes utilization, development, assessment, remuneration, management of individual members of organizations or groups of employees (Simamora, 2016). It can be concluded that Human Resource Management is the use of company resources, in this case employees, which include efficiency and effectiveness in placing and managing planning in areas determined by the company in order to carry out the company's vision and mission to achieve a level of success in work activities in company.

### **Employee Engagement**

Schaufeli and Bakker (2003) explain that employee involvement is a form of positive thinking, namely thoughts that arise related to the completion of the workload they have, and can be characterized by vigor (spirit, energy at work), dedication (playing an active role in advancing the organization or company), absorption (preoccupation and enjoyment in doing his job). Yudian (2017) state that employee work involvement is a concept that can be seen from discretionary effort, namely employees have choices, employees act for the benefit of the organization. Employees who have high work involvement are employees who are able to be fully involved and enthusiastic about the work they have. Schaufeli and Bakker (2003) revealed that employees who have work

involvement will be open to new experiences. Employee work engagement is identified with authentically engaged employees, employees who can improve their attendance and performance (physical, cognitive, and emotional engagement) which can lead to full and active performance. The conceptualization of employee job involvement emphasizes that engaged workers can put a lot of effort into their work because they are very powerful.

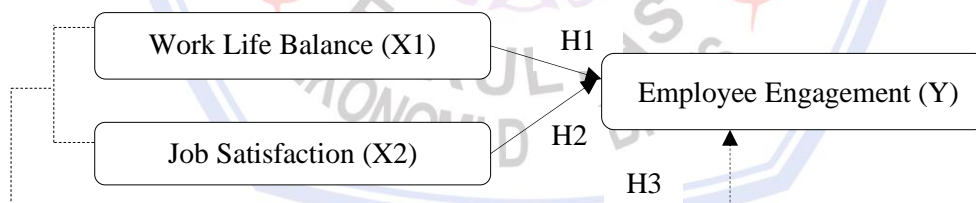
### Work Life Balance

Work-life balance is an important factor for each employee, so that employees have a balanced quality of life in dealing with their families and at work. According to Hasibuan (2015), the work-life balance program includes resources on the care of parents and children, care, employee health and welfare, and relocation and others. Where many companies offer family-friendly benefits programs that employees need to balance work and life, which include flextime, job sharing, telecommunicating and others. Based on the above understanding, work-life balance is the balance of life, namely leisure, family, religion and work, namely career and ambition in an individual should be equally balanced, namely to reduce tension between work and employee life. Where the company helps employees to balance the life and work of employees by creating a family friendly benefit program that supports the welfare of its employees so that employees do not sacrifice their responsibilities.

### Job Satisfaction

Every human being has needs in his life. The desire to fulfill that need drives people to carry out various activities. The needs that humans have are very diverse. One person's satisfaction with one another will vary. So, that satisfaction is individual. According to Mahsun (2016), job satisfaction is a form of emotional attitude that is fun and loves the job he is doing. Job satisfaction at work is job satisfaction that can be enjoyed at work by getting results from the achievement of work goals, placement, treatment, and a good working environment. Employees who can enjoy job satisfaction in this job, will choose to prioritize their work rather than the remuneration / wages they get from the job. Employees will feel more satisfied if the remuneration is proportional to the work done. According to Bangun (2015), job satisfaction is one of the variables that can affect the productivity or work performance of employees. Other variables that can also affect the work productivity of employees include motivation to work, the level of work stress experienced by employees, physical conditions of work, compensation, and other economic, technical and behavioral aspects. Jobs that provide job satisfaction for the doer are jobs that are fun to do. Conversely, work that is not fun to do is an indicator of a sense of dissatisfaction at work.

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Literature Review*

### Research Hypothesis

H1: Work-Life Balance and Job Satisfaction have a significant effect simultaneously on Employee Engagement

H2: Work-Life Balance has a partially significant effect on Employee Engagement

H3: Job Satisfaction has a partially significant effect on Employee Engagement

## RESEARCH METHOD

### Research Approach

This type of research is associative research. Associative research is research that aims to determine the effect or relationship between two or more variables (Sugiyono, 2012). This study looks for the influence of the independent variable Work Life Balance (X1) and Job Satisfaction (X2), on the dependent variable Employee



### Population, Sample Size, and Sampling Technique

Sugiyono (2012) states that population is a generalization area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to be studied and then draw conclusions. The population in this study were all employees at DPRD Minahasa Tenggara Office, totaling 100 employees. The sample is part of the number and characteristics of the population. Limited funds, energy, and time, the researchers used samples taken from the population. For this reason, samples taken from the population must be truly representative (Sugiyono, 2012). The sampling technique used in this study is saturation sampling where the sample taken here is the total number of the population with the sampling criteria taken are only permanent employees and willing to fill out the research questionnaire, namely 56 respondents.

### Data Collection Technique

Collecting data used in this study using a questionnaire. The questionnaire is a data collection technique which is done by giving a set of questions or written statements to the respondent to answer them. The questionnaire is an efficient data collection technique if the researcher knows exactly what variables to measure and what can be expected from the respondent. In addition, a questionnaire is also suitable if the respondents are quite widely scattered. Questionnaires can be in the form of open or closed questions and can be given to respondents directly or indirectly. The questionnaire in this study will be distributed to the number of samples that the author has determined, namely the employees of the DPRD. Minahasa Tenggara Office. The data measurement used in this study is a Likert scale.

### Operational Definition and Indicator of Research Variables

**Table 1. Operational Definition and Indicator of Research Variables**

Variable	Operational Definition	Indicator
Work-Life Balance (X <sub>1</sub> )	Work-life balance refers to the level of prioritisation between personal and professional activities in an individual's life and the level to which activities related to their job are present in the home.	1. Personality Characteristics, 2. Family Characteristics, 3. Job Characteristics 4. Attitude (Reksohadiprodjo, 2015)
Job Satisfaction(X <sub>2</sub> )	Job satisfaction is satisfaction that can be enjoyed at work by getting results from the achievements of all kinds of aspects that exist in the workplace	1. Financial satisfaction 2. Physical satisfaction 3. Social satisfaction 4. Psychological satisfaction (Jackson, et al., 2016)
Employee Engagement (Y)	Employee engagement is a human resources (HR) concept that describes the level of enthusiasm and dedication a worker feels toward their job	1. Vigor (Strength) 2. Dedication 3. Absorption (Schaufeli and Bakker, 2003)

### Validity and Reliability Tests

The validity test is the degree of speed between the data that actually occurs on the object of research and the data that can be reported by the researcher. Thus, valid data is data that does not differ between the data reported by the researcher and the data that actually occurs on the object of research (Sugiyono, 2012). The validity of an instrument item can be determined by comparing the product correlation index, the Pearson moment with a significance level of 5%. If the significance of the correlation results <0.05 (5%) then it is declared valid and vice versa is said to be invalid.

Reliability / reliability (degree of consistency) is a measure that shows how high an instrument can be trusted or reliable, meaning that reliability concerns the accuracy (in a consistent sense) of the measuring instrument (Mustafa, 2009). If the reliability coefficient of the calculation results shows the number 0.6, it can be concluded that the instrument in question is declared reliable (Mustafa, 2009).

### Test of Classical Assumptions

#### Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables (Ghozali, 2009). An analysis says there is no multicollinearity symptom if the VIF (Variance Inflation Factor) value  $<10$  (Ghozali, 2009).

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the residual variance from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or heteroscedasticity does not occur (Ghozali, 2009). The way to detect the presence or absence of heteroscedasticity is by looking at the plot graph between the predicted value of the dependent or independent variable, namely ZPRED and the residual SRESID. Detection of the presence or absence of heteroscedasticity can be done by looking at the presence or absence of a certain pattern on the scatterplot chart, if there is a certain pattern, such as dots that form a certain regular pattern (wavy, widened then narrowed), then it indicates heteroscedasticity has occurred: if there is no pattern clear, and the dots spread above and below the number on the Y axis, so there is no heteroscedasticity (Ghozali, 2009).

### Normality Test

This test aims to test whether in the regression model, confounding variables have a normal distribution (Ghozali, 2009). The easiest way to view normality is graph analysis. Graph analysis is used to see the normality of the data by looking at the histogram graph and the normal probability plot curve. On a histogram graph, a data is said to be normal if the shape of the curve has a slope that tends to be balanced both on the left side and on the right side or is in the shape of a bell. On a normal probability plot curve, data is said to be normal if the data points spread around the diagonal line or follow the direction of the diagonal line.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is needed to determine the regression coefficients and significant so that they can be used to answer the hypothesis. In general, the formulation of multiple regression can be written as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Y	= Employee Engagement
a	= Intercept / constant value
X1	= Work-Life Balance
X2	= Job satisfaction
$\beta_1 \beta_2$	= Independent variable regression coefficient
e	= Standard error error rate

### Correlation Coefficient (R) and Coefficient of Determination (R<sup>2</sup>)

The correlation coefficient (R) is used to measure the strength of the relationship between independent variables together on dependent variables (Djarwanto and Subagyo 2012:37). The correlation coefficient is used to see the percentage of the relationship between the independent variables (X) and the dependent variable. If the correlation coefficient (r) is greater or closer to one hundred percent (100%) then the relationship is getting stronger, whereas if the coefficient (r) is closer to 0 (zero) then it can be said that the relationship is getting weaker.

The coefficient of determination (R<sup>2</sup>) aims to see the size of the influence of the independent variable on the dependent variable (Supratno, 2010). The coefficient of determination shows the contribution of the independent variable to the dependent variable, which is represented by a percentage. The greater the percentage, it can be said that the independent variable (X) has a large contribution or role in influencing the dependent variable, while the remaining percentage is another independent variable that is not included in this study. Conversely, the smaller the percentage, the smaller the contribution or role of the independent variable (X) in influencing the dependent variable

### Hypothesis Testing

#### T-Test (Partially)

The t test basically shows how much influence one independent variable individually has in explaining the dependent variable (Ghozali, 2009). Tests were carried out using a significance level of 0.05 ( $\alpha = 5\%$ ). If the

significant value > 0.05 then the null hypothesis is accepted (the regression coefficient is not significant). If the significant value < 0.05 then the null hypothesis is rejected (significant regression coefficient). This test is carried out at a significant level of 5% (sig 0.05).

### F-Test (Simultaneously)

The F test shows whether all independent or free variables have an influence simultaneously on the dependent or dependent variable (Ghozali, 2009). If  $F_{\text{count}} < F_{\text{table}}$  then  $H_0$  is accepted and  $H_a$  is rejected, but if  $F_{\text{count}} > F_{\text{table}}$  then  $H_0$  is rejected  $H_a$  is accepted, which means that simultaneously  $X_1$   $X_2$  affects  $Y$ .

## RESULT AND DISCUSSION

### Result

#### Validity and Reliability Tests

**Table 2. Validity Test Result**

Variables	Indicators	Pearson Correlations	Sig Value	Status
Work-Life Balance (X1)	X1.1	0.807	0.000	Valid
	X1.2	0.819	0.000	Valid
	X1.3	0.657	0.000	Valid
	X1.4	0.760	0.000	Valid
Job Satisfaction (X2)	X2.1	0.653	0.000	Valid
	X2.2	0.719	0.000	Valid
	X2.3	0.722	0.000	Valid
	X2.4	0.717	0.000	Valid
Employee Engagement	Y.1	0.761	0.000	Valid
	Y.2	0.850	0.000	Valid
	Y.3	0.806	0.000	Valid

Source: The research data were processed using SPSS 23

Based on table 2, it shows that all indicator statement item from the Work-Life Balance(X1), Job Satisfaction (X2), Lifestyle (X3) and Employee Engagement (Y) variables have a Pearson correlation value greater than r table (0.195). The entire statement of the research variable is valid.

**Table 3. Reliability Test Result**

Variable	Cronbach's Alpha	Status
X1	0.867	Reliable
X2	0.600	Reliable
X3	0.764	Reliable
Y	0.720	Reliable

Source: The research data were processed using SPSS 23

Based on Table 3, it shows that all variables (Work Life Balance (X1), Job Satisfaction (X2), Lifestyle(X3), Employee Engagement (Y)) have a Cronbach's alpha value is greater than 0.6. This means that the measuring instrument is reliable.

### Classical Assumption Tests

#### Multicollinearity Test

**Table 4. Multicollinearity Test**

Model	Collinearity Statistic	
	Tolerance	VIF
1. (Constant)		
Work-Life Balance	.509	1.964
Job Satisfaction	.394	2.541

a. Dependent Variable: EMPLOYEE ENGAGEMENT (Y)

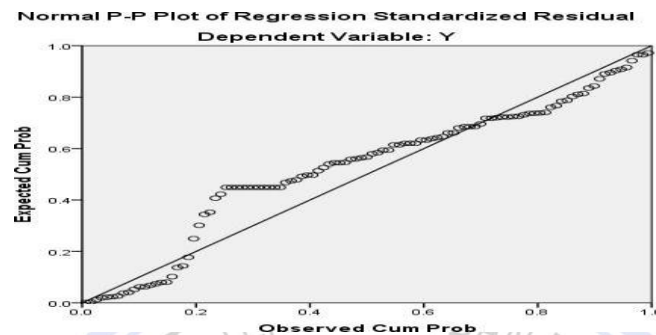
Source: SPSS 23 Output



Table 4 provides information:

- Work Life Balance variables has a tolerance level of 0.509 and VIF value of 1.964. this shows that the tolerance value of the Physical Environment variable is  $> 0.100$  and the VIF value is 10.00, so that there is no multicollinearity.
- Job Satisfaction variables has a tolerance level of 0.394 and VIF value of 2.541. this shows that the tolerance value of the Physical Environment variable is  $> 0.100$  and the VIF value is 10.00, so that there is no multicollinearity.

### Normality Test



**Figure 2. Normality Test**

Source: SPSS 23 Output

Figure 2 shows that the plotting data (points) spread out around the diagonal line, and the spread follows the diagonal line. This shows that the regression model fulfills the normality assumption.

### Multiple Linear Regression.

**Table 5. Multiple Linear Regression Analysis**

Model	Coefficients <sup>a</sup>		
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	7.705	.869	
Work-Life Balance	.058	.038	.171
Job Satisfaction	.075	.070	.136

a. Dependent Variable: EMPLOYEE ENGAGEMENT (Y)

Source: SPSS 23 Output

From Table 5, a multiple regression equation can be drawn up as follows:

$$Y = 7.705 + .058X_1 + .075X_2$$

From the multiple linear regression equation above it can be interpreted as follows:

1. The constant value in the multiple linear regression equation above is 7.705, this explain that if the Work Life Balance( $X_1$ ) and Job Satisfaction ( $X_2$ ) variables are 0 (zero), then the value of Employee Engagement is 7.705.
2. The Work Life Balance variable regression coefficient ( $X_1$ ) is 0.058 and is positive, this explains that Work Life Balance ( $X_1$ ) have a positive effect on Employee Engagement (Y) and if Employee Engagement ( $X_1$ ) increase by one unit while the Job Satisfaction ( $X_2$ ) is assumed to be constant, then the Employee Engagement (Y) will increase by 0.058.
3. The Job Satisfaction variable regression coefficient ( $X_2$ ) is 0.075 and is positive, this explains that Job Satisfaction ( $X_2$ ) have a positive effect on Employee Engagement (Y) and if Work Life Balance ( $X_1$ ) increase by one unit while the Job Satisfaction ( $X_2$ ) is assumed to be constant, then the Employee Engagement (Y) will increase by 0.075.

### Correlation Coefficient (R).

Based on the summary table 6, it is known that the magnitude of the relationship between independent and dependent variable calculated by the correlation coefficient is 0.607, so based on the value interval table shows a quite strong correlation between the independent variable and dependent variable.

**Table 6. The Result of Correlation Coefficient (R)**

Model Summary <sup>b</sup>	
Model	R
1	.607 <sup>a</sup>

a. Predictors: (Constant), WORK LIFE BALANCE (X1), JOB SATISFACTION (X2)

b. Dependent Variable: EMPLOYEE ENGAGEMENT (Y)

Source: SPSS 23 Output

### Hypothesis Tests

**Table 7. T-Test Result**

Coefficients			
Model	T	T-Table	Sig.
1. (Constant)	8.862		0.000
Work-Life Balance	1.540	1.984	0.127
Job Satisfaction	1.078	1.984	0.284

Source: SPSS 23 Output

The table 7 shows:

1. The significance value of Work Life Balance (X1) of 0.127 which is above the required significance level of 0.05, so that the t-count of the Work Life Balance (X1) is 1.540, smaller than 1.984. This means that the first hypothesis which states that there is a significant effect between Work Life Balance and Employee Engagement at the object is not partially accepted.
2. The second variable, namely Job Satisfaction (X2), shows a significance value of 0.284 which is above 0.05 or 5%, the t-count value is 1.078 which is smaller than the t-table value of 1.984, based on the information above shows that the second hypothesis which states that there is no significant effect between Job Satisfaction on Employee Engagement on object not partially accepted.

**Table 8. F-Test Result**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	68.052	3	22.684	19.605	.000 <sup>b</sup>
	Residual	116.862	101	1.157		
	Total	184.914	104			

a. Dependent Variable: EMPLOYEE ENGAGEMENT (Y)

Source: SPSS 23 Output

Table 8 shows the value of Ftable is 3.09 and the value of Fcount is 19.605, the result shows that F count is greater than F table which indicates the fitness of the model is high. It means that the independent variable significantly affects the dependent variable simultaneously. Therefore, the alternative hypothesis is accepted.

### Discussion

#### Work-Life Balance on Employee Engagement.

Work-Life Balance relies on the premise that a balanced work environment (such as reasonable workloads, flexible hours, and supportive policies) can stimulate positive perception responses and employee emotions, which, in the end, affects their engagement levels. Based on the test results, the t value of the Work Life Balance variable (X1) is 1.540 with a significance level of 0.127. The t count for Work Life Balance is 1.540, which is smaller than the t table value of 1.984, while the significance level has a value greater than Alpha (0.05) at 0.127. It can be concluded that Work Life Balance has no effect on Employee Engagement, meaning that Employee Engagement is not influenced by Work Life Balance. At the DPRD Minahasa Tenggara Office, the concept of work life balance includes flexible scheduling, employee support programs, and a healthy work environment. However, based on the results of the study, it has become an insignificant factor in increasing employee engagement. Most employees at the DPRD Minahasa Tenggara Office are from the age group of 30-45 years. The employees' engagement is more influenced by the leadership and reputation of the office's directors, who are well-recognized and respected in the region, making employees feel more connected due to leadership rather than work life balance factors. Based on the discussion, the premise that a balanced work environment enhances employee engagement is challenged by the findings from the DPRD Minahasa Tenggara Office. Despite



implementing flexible scheduling, employee support programs, and promoting a healthy work environment, the study indicates that work-life balance has no significant effect on employee engagement. In contrast, Shekhar (2016) highlights a more nuanced relationship, showing that an imbalance, particularly work interfering with personal life, negatively impacts engagement. Shekhar suggests that achieving an ideal equilibrium between pleasure and work can enhance engagement, underscoring the complex interplay of contextual factors. Therefore, while the DPRD Minahasa Tenggara Office study reveals an insignificant role of work-life balance in driving engagement, Shekhar findings indicate that a well-maintained balance is crucial for fostering employee engagement, suggesting that the context and specific workplace dynamics may significantly influence these outcomes.

### **Job Satisfaction on Employee Engagement.**

Job Satisfaction relies on the premise that a fulfilling work environment (such as rewarding tasks, positive workplace relationships, and fair compensation) can stimulate positive perception responses and employee emotions, which, in the end, affects their engagement levels. Job Satisfaction has no effect on Employee Engagement, meaning that Employee Engagement is not influenced by Job Satisfaction. At the DPRD Minahasa Tenggara Office, the concept of job satisfaction includes rewarding work, positive relationships among staff, and equitable compensation. However, based on the results of the study, it has become an insignificant factor in increasing employee engagement. Most employees at the DPRD Minahasa Tenggara Office are from the age group of 30-45 years. The employees' engagement is more influenced by the leadership and reputation of the office's directors, who are well-recognized and respected in the region, making employees feel more connected due to leadership rather than job satisfaction factors. The premise that job satisfaction enhances employee engagement is challenged by findings from the DPRD Minahasa Tenggara Office, where a fulfilling work environment, characterized by rewarding tasks, positive workplace relationships, and fair compensation, does not significantly impact employee engagement. In contrast, Jannata and Perdhana (2022) demonstrates that both work-life balance and job satisfaction positively and significantly affect employee engagement. Jannata and Perdhana highlights job satisfaction as a crucial intermediary that enhances the impact of work-life balance on engagement. These divergent findings underscore the importance of contextual factors, such as organizational culture and leadership styles, in determining the primary drivers of employee engagement.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on the results and discussion that has been explained regarding the variables, it can be concluded that:

1. Work Life Balance has a negative and not significant to influence on Employee Engagement in DPRD Minahasa Tenggara Office
2. Job Satisfaction has a negative and not significant to influence on Employee Engagement in DPRD Minahasa Tenggara Office

### **Recommendation**

Based on these conclusions, there are several suggestions are put forward, that are considered relevant:

1. Since both Work Life Balance and Job Satisfaction do not significantly influence employee engagement, it's essential to focus on the leadership and communication within the organization. Leaders should actively engage with employees, providing clear communication, recognition, and support. Regular feedback sessions, open-door policies, and leadership training programs can help create a more engaging work environment. Strengthening the relationship between employees and their leaders can foster a sense of belonging and commitment.
2. Investing in employee development can significantly enhance engagement levels. Offering professional development opportunities, such as training, workshops, and career advancement programs, can help employees feel valued and motivated. Creating a culture of continuous learning and development will not only improve job performance but also increase employees' loyalty and engagement with the organization. Tailoring these programs to meet the specific needs and interests of employees can make them more effective.
3. Developing a robust recognition and rewards system can positively impact employee engagement. While Work Life Balance and Job Satisfaction may not directly influence engagement, recognizing and rewarding employees for their contributions can boost morale and motivation. Implementing programs that acknowledge

achievements, both big and small, can help employees feel appreciated. This could include formal recognition ceremonies, performance-based bonuses, and informal recognition practices like thank-you notes and shout-outs during meetings. Ensuring that these rewards are fair and transparent will further enhance their effectiveness.

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